

EFFECTIVENESS OF EMPLOYEES MOTIVATION AND ITS IMPACT ON EMPLOYEES PERFORMANCE

Rahul Thampi R

Research Scholar, College of Management studies
Srinivas University, Mangalore, India

ABSTRACT

The purpose of this paper is to identify the factors that effects employee motivation and examining the relationship between organizational effectiveness and employee motivation. Every organisation is concerned with what should be done to achieve sustained high levels of performance through its workforce. This means giving close attention to how individuals can best be motivated through means such as incentives, rewards, leadership etc. and the organisation context within which they carry out the work (Armstrong, 2006). A model was designed based on the literature, linking factors of employee motivation with employee motivation and organizational effectiveness.. The literature and various studies concluded that factors: empowerment and recognition have positive effect on employee motivation. More the empowerment and recognition of employees in an organization is increased, more will their motivation to work will enhance. Also there exists a positive relationship between employee motivation and organizational effectiveness. The more the employees are motive to tasks accomplishment higher will the organizational performance and success. Abstract: This study is aimed at looking into the importance of motivation in the management of people at work, no system moves smoothly without it, and no organization achieve its objective without motivating its human resources. The goal of motivation is to cause people to put their best efforts with enthusiasm and effectiveness in order to achieve organizational objective.. The study recommends that organizations should make motivation as a habit to achieve improved performance.

Keywords: Motivation, Effectiveness, Human resources, Relationship .

1. INTRODUCTION

The basic job of management is the effective utilization of organizational resources. Motivation is an important factor, which encourage person to give their best performance and help in reaching enterprise goals. Internal and external factors that stimulate desire and energy in people to be continually interested and committed to a job, role or subject or to make an effort to attain a goal. Motivation Is factor that drives people to do things. Employees are normally motivated to achieve their needs. Motivation results from the interaction of both conscious and unconscious factors such as the intensity of desire or need,

incentive or reward value of the goal, and expectations of the individual and of his or her peers. These factors are the reasons one has for behaving a certain way.

Ability refers to the skill and competence of the person to complete a given task. Organizations become successful when employees have ability and desire to accomplish given task. Motivation includes identifying the needs of employees. Motivation is goal directed as goal is a specific result that the individual wants to achieve. An employee's goal is often driving force and accomplishing those goals can significantly reduce needs.

Every management tries to coordinate various factors of production in such a way that their contribution is maximum in achieving organization goal. The performance of human being depends upon two factors, ability to do work and motivation. Both these factors taken together will increase the efficiency of human beings.

An employee must be motivated to work for a company or organization without motivated then employee's quality of work or all work in general will deteriorate. Employee motivation is one of the major issues faced by every organization. It is the major task of every manager to motivate his subordinate or to create the "will to work" among the subordinates it should also be remembered that a worker may be immensely capable of doing same work, nothing can be achieved if he is not willing to work. A manager has to make appropriate use of motivation to enthrust the employee to follow them.

PURPOSE FOR THE STUDY

When one thinks about it, the success of any facet of the business can almost be traced to motivated employees. This is especially true and important in today's turbulent and often chaotic environment where commercial success depends on employees using their full talents. The ability to attract, retain and develop talented employees is a key feature of a successful business. People are an organization's most valuable asset and this is especially true in relatively low-tech labour intensive industries such as construction, but again, people also represent the most difficult resource for organizations to manage.

Unlike physical assets, people have their own individual needs which must be met and habits which must be managed if they are to contribute to organizational growth and development. They are individuals who bring their own perspectives, values and attributes to organizational life, and when managed effectively can bring considerable benefits to organizations (Mullins, 1999). However, when managed poorly they have the potential to severely limit organizational growth and threaten the viability of a business. In any company, whether it is a construction company or any other trade, its core is its employees; their presence and contribution is very important in such a way that they determine if the company is going to be a success or a failure. A company may have good manager, a

good vision and a good goal; however, if it neglects its employees, that company is practically in turmoil.

OBJECTIVES OF THE STUDY

- To analyze employees motivation in the company.

SPECIFIC OBJECTIVES

- To identify whether the company conduct any development programme for employee's motivation.
- To get awareness about overall performance of management for motivating employees
- To know the role of management leadership in motivatory the employees.
- To study about the factors which aspire, inspire and motivates the employees.
- To identify the methods of motivation techniques for achieving goals.
- To identity the acceptance of motivational techniques at workers.
- To study physical, mental social welfare of employees.
- To study the role of motivation on employees performance at Kerala Books and Publication Society.
- To make suggestions based on the study.

SCOPE OF THE STUDY

Employees are the important part of the organization. Their motivation is a main factor of any enterprise. Motivation of employees is necessary for organization to achieve its goals.

It can reduce labor turnover and absenteeism in the organization. Here the research aim is to know the various motivational techniques used by the organization to improve efficiency and productivity of organization. Also give some vital suggestions regarding how to make employee aware about the motivational techniques.

LIMITATIONS OF THE STUDY

- It was not easy for the researcher to meet the respondent easily because most of them were busy with their jobs.
- Time factor restricted the possibilities for detailed study.
- There may be some sampling error.
- Due to the shift system, the investigation access to workers was limited.
- Chance of bias form the part of employees may occur.

NEED OF THE STUDY

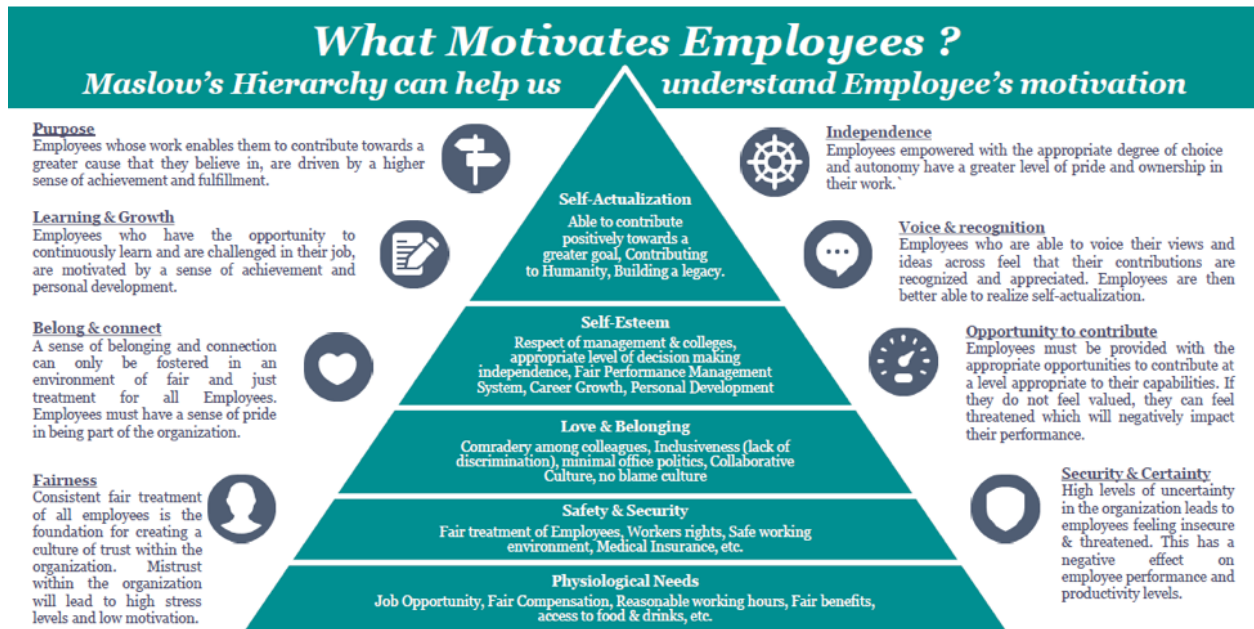
- To understand the employees turn over on the bases of motivation.
- To understand level of motivation.
- To understand the effectiveness of motivation.
- This study helpful to managers to improve the motivation level.
- To understand motivation employees perception towards the organization.

Motivation

Every organisation is concerned with what should be done to achieve sustained high levels of performance through its workforce. This means giving close attention to how individuals can best be motivated through means such as incentives, rewards, leadership etc. and the organisation context within which they carry out the work (Armstrong, 2006). The study of motivation is concerned basically with why people behave in a certain way. In general it can be described as the direction and persistence of action.

It is concerned with why people choose a particular course of action in preference to others, and why they continue with chosen action, often over a long period, and in the face of difficulties and problems (Mullins, 2005).

Motivation can therefore be said to be at the heart of how innovative and productive things get done within an organisation (Bloisi et al., 2003). It has been established that motivation is concerned with the factors that influence people to behave in certain ways. Arnold et al. (1991) established three components of motivation namely: 1. Direction: what the person is trying to do 2. Effort: how hard a person is trying 3. Persistence: how long a person keeps on trying (Armstrong, 2006) Characteristics of motivation Mitchell (1982) quoted by Mullins (2005)



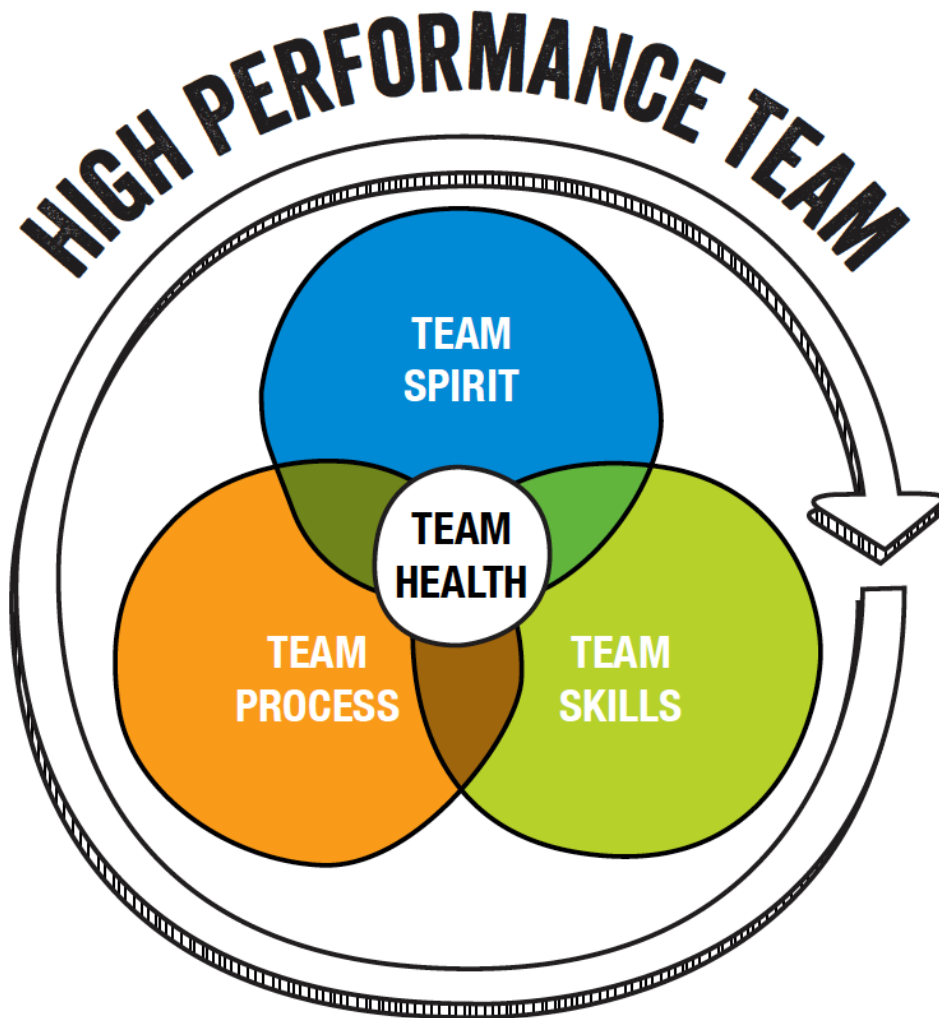
Characteristics

Common characteristics which underlie the definition of motivation namely: - Motivation is typified as an individual phenomenon: Every person is unique and all the major theories of motivation allow for this uniqueness to be demonstrated in one way or the other. Osabiya 63 - Motivation is usually intentional: Motivation is assumed to be under the control of the workers 2ehavior that are influenced by motivation, such as effort expended, are seen as choices of action. - Motivation is multifaceted: - The two factors of greatest importance are: 1. What get people activated? 2. The force of an individual to engage in desired 2ehavior - The purpose of motivational theories is to predict 2ehavior: Motivation is not the behaviour itself, and it is not performance. Motivation concerns action, and the internal and external forces which influence a person's choice of action. Concept of motivation The underlying concept of motivation is some driving force within individuals by which they attempt to achieve specific goal in order to fulfil some need or expectation. This gives rise to the basic motivational model shown in Figure 1. In this model, people's behaviour is determined by what motivates them. The ideas of Taylor, his rational economic concept of motivation and subsequent approaches to motivation at work fuelled the continuing debate about financial rewards as a motivator and their influence on productivity. In a job where there is little pleasure in the work itself or it offers little opportunity for advancement in career, personal challenge or growth, many people may be motivated

primarily if not exclusively, by money. The performance is a product of both ability and level of motivation. Organizational success is dependent upon members being motivated to use their full talents and abilities, and directed to perform well in the right areas.

According to Mullins (2005), a major international study by Proud foot Consulting revealed that, the most important reason for productivity loss was poor working morale. This includes absence of positive team spirit, low motivation, and poor sense of belonging, people feeling undervalued and poorly rewarded. It is in view of these that Allen and Helms (2001) suggested that different types of reward practice may more closely complement different generic strategies and are significantly related to higher levels of perceived organisational performance (Mullins, 2005). With a positive motivation philosophy and practice in place, productivity, quality and service should improve because motivation helps people towards achieving goals, gaining positive perspective, creating the power for change, building self-esteem and capability, and managing their development and helping others

Classification of needs and expectation The various needs and expectations at work can be categorised in two ways namely: Extrinsic and Intrinsic Osabiya 65 motivation. According to Kets de Vries (2001) quoted by Mullins, the best performing companies possess a set of values that create the right conditions for high performance. It is, therefore, important to put emphasis on the need for widening choice that enables one to choose more freely instead of being directed by forces of which they are unaware and stated that it is a motivational needs system on which such choice is based. Earlier writers such as Taylor (1947) believed in economic needs motivation. He stressed on worker being motivated by obtaining the highest possible wages through working in the most efficient and productive way (Mullins, 2005). **Extrinsic motivation** It is related to tangible rewards such as salary and fringe benefits, security, promotion, contract of service, the work environment and conditions of service. These are what need to be done to or for people to motivate them. They are often determined at the organisational level and may be largely outside the control of the individual managers. Extrinsic motivators can have an immediate and powerful effect but will not necessarily last long (Mullins, 2005; Armstrong, 2006).



Intrinsic motivation

This is related to psychological rewards such as the opportunity to use one's ability. A sense of challenge and achievement, receiving appreciation, positive recognition, and being treated in a caring and considerate manner.

Psychological rewards are those that can usually be determined by the actions and behavior of the individual managers (Mullins, 2005).

Intrinsic motivators are concerned with the quality of work life, are likely to have a deeper and longer-term effect because they are inherent in individuals and not imposed from outside (Armstrong, 2006)

Classification of motivation The complex and variable nature of needs and expectations give rise to the following simplistic but useful

: 1. Economic reward: It is an instrumental orientation to work and includes items such as pay, fringe benefits, pension right, material goods and security.

2. Intrinsic satisfaction: This is a personal orientation to work and concern with 'oneself'

SUGGESTION TO IMPROVE EMPLOYEES MOTIVATION LEVEL

- Non financial incentive plans should also be implemented it can prove the productivity level of the employees.
- Effective promotional opportunities should be provided to employees especially to those who are having experience above 5 year.
- Most of the employees agree that performance appraisal activities are helpful to get motivated so the company should try to improve performance appraisal system so that they can improve their performance.
- Management should try to include employees while taking decisions because rather than havening a centralized decision making process decentralized process will increase the morale of employees.
- Skills of employees should be appreciated.
- Better carrier development opportunities should be given to the employees for their improvement.
- Keep good relation to all for maintain the image of the company.
- The company must improve the factors which motivates the employees in work place. This include salary, learning opportunities, safety, style of management, incentives etc.
- Provide better welfare facilities to the employees.
- Provide better training and development facilities in order to improve their skill, both technical and conceptual.
- The medical facilities can be improved according to the LABOUR LAW ACT.

CONCLUSION

The performance appraisal activities really play a major role in motivating the employees in the organization. It is a major factor that makes an employee's feels good in his work and result In his satisfaction to the organization can still concentrate on specific areas which are evolved From this study in order to make the motivational programmers more effective only if the employees are properly motivated they work well and only if they work well the organization is going to benefit out of it. Steps should be taken to improve the motivational programmers' procedure in future. The suggestions of this report may help in this direction. The company should improve the performance level of employees by considering all these factors.

REFERENCES

- Armstrong M (2006). Human Resource Management Practice, Kogan Page, Pp. 251-269.
- Basson G, Garruthers M, Kruger D, Du Plessis Y, Visser K, Steyn H, Prozesky-Kuschke B, Van Eck S (2003).
- Project Management – A Multi-Disciplinary Approach, FPM Publishing, South Africa. Bloisi W, Cook CW, Hunsaker PL (2003). Management and Organisational Behaviour, McGraw-Hill, pp.169-208. Cartwright J (1999).
- Cultural Transformation, Financial Times, Prentice Hall. Egan J (1998). Rethinking construction.
- Department of the environment, transport and the regions. Erez M (1977).
- Feedback: A necessary condition for the goalperformance relationship. J. Appl. Psychol. 62:624-627. Erez M, Zidon I (1984).
- Effects of goal acceptance on the relationship of goal setting and task performance. J. Appl. Psychol. 69:69-78. Heizer J, Render B (1999).
- Operations Management, Fifth Edition Printice Hall. pp 16-23, 392-403. Herzberg F, Mausner B, Snyderman B (1959).
- The Motivation to Work. New York, John Wiley and Sons, Inc. Herzberg F, Mausner B, Snyderman B (1959).
- The Motivation to Work. New York, John Wiley and Sons, Inc. Kreitner R, Kinichi A, Buelens M (1999).
- Organizational Behaviour,“ McGraw-Hill, Higher Education, First European edition, p.118. Latham M (1994).
- Constructing the team: final report of the Government/industry review of procurement and contractual arrangements in the UK construction industry. London: HMSO. Osabiya 75
- Maslow AH (1943).
- A theory of human motivation. Psychol. Rev. 50(4):370-396 McClelland DC (1988). Human Motivation. Cambridge University Press. ISBN 978-0521369510. Mullins LJ (2005). Management and Organisational Behaviour. Prentice hall. UK 7th Ed. 88(431):1052-1058.
- Odusami KT, Iyagba RRO, Onirin MM (2003). The Relationship Between Leadership, Team